

K Biennial review of incentive
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PREPARED BY:
DEPARTMENT OF ADMINISTRATION
STATE PERSONNEL
AUGUST 14, 1998

BIENNIAL REVIEW OF THE INCENTIVE AWARD PROGRAM

The following report is a summary of the Incentive Award Program for fiscal years 1997 and 1998. The program recognizes and rewards individuals and teams of state employees and nonemployees for innovations that contribute to the efficiency, economy, or effectiveness of state government. The Incentive Award Program was enacted in 1981 to help reduce the costs and improve the effectiveness of state government operations.

During fiscal years (FY) 1997 and 1998, six agencies presented 45 awards to individuals and teams of state employees. The total cash awards were \$49,564.00. While the program also allows for up to 40 hours of paid leave or other nonmonetary awards, no awards of this type were presented during FY 1997 and 1998.

During the past two fiscal years, participating agencies have documented an actual cash savings of \$237,275.71. Furthermore, the agencies projected an additional savings of \$25,507,868.50. The grand total of actual and projected savings for FY 1997 and 1998 is \$25,745,144.21.

Refer to the FY summaries for detailed information about award amounts and actual or projected savings. Award narratives that describe how state employees' ideas saved tax dollars and improved government services follow each FY summary.

For a variety of reasons, some agencies did not participate in the program during the past two fiscal years. Those agencies advised the Department of Administration (DOA) they either did not receive ideas that merited awards or did not have the staff and resources to administer the incentive awards program. The Department of Administration continues to work with agencies to increase program participation.

In the past biennium, DOA provided agencies with an Incentive Award Program Guide, model Incentive Award Policy, and offered technical assistance answering program implementation questions, compiling award information, and surveying agencies about their participation in the program. Contact the State Personnel Division for a copy of the guide and model policy. Please refer to title 2, chapter 18, part 11, MCA, for statutory program details.

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AGENCY INCENTIVE AWARD DATA

FISCAL YEAR 1997 SUMMARY

In fiscal year 1997, six agencies presented 34 awards to 79 recipients. Total cash awards were \$33,115.00. The actual agency savings for FY97 was \$219,332.53. Participating agencies projected an additional FY97 savings of \$25,074,900.00.

Note: This symbol *** means the agency did not provide a cost savings analysis for these awards. These ideas improved agency operations in ways that are difficult to determine the actual cost benefits. For example, these ideas increased employee and work unit efficiency, created safer working conditions, and provided better customer service to the general public. Further information about these awards is available from the awarding agency.

<u>Agency</u>	<u>Recipients</u>	<u>Award</u>	<u>Actual Savings</u>	<u>Proj. Savings</u>
Administration #1	1	\$250.00	\$29,786.00	
Administration #2	1	\$250.00	\$26,200.00	
Justice #1	1	\$200.00	\$2,118.00	
Justice #2	1	\$500.00	\$5,918.24	
Labor & Industry #1	1	\$2,000.00		\$20,000.00+
Labor & Industry #2	2	\$600.00	\$6,042.60	
Labor & Industry #3	2	\$500.00	\$3,172.59	
Labor & Industry #4	1	\$50.00	\$95.10+	
DPHHS #1	1	\$480.00	\$4,800.00	
DPHHS #2	1	\$8,500.00	\$141,200.00	
OPI #1	1	\$250.00		***
OPI #2	3	\$300.00		***
DOT #1	1	\$60.00		***
DOT #2	1	\$25.00		***

THE UNIVERSITY OF CHICAGO

THE UNIVERSITY OF CHICAGO

The University of Chicago is a private research university in Chicago, Illinois. It was founded in 1837 and is one of the oldest and most prestigious universities in the United States. The university is known for its commitment to academic excellence and its diverse student body. It has a long history of producing world-class scholars and leaders in various fields of study. The university's research output is highly influential, and it has a strong reputation for its contributions to knowledge and society. The University of Chicago is a member of the Association of American Universities and is ranked among the top universities in the world.

Year	Enrollment	Graduation	Retention	Dropout
1980	10,000	1,000	90%	10%
1981	10,500	1,050	90%	10%
1982	11,000	1,100	90%	10%
1983	11,500	1,150	90%	10%
1984	12,000	1,200	90%	10%
1985	12,500	1,250	90%	10%
1986	13,000	1,300	90%	10%
1987	13,500	1,350	90%	10%
1988	14,000	1,400	90%	10%
1989	14,500	1,450	90%	10%
1990	15,000	1,500	90%	10%
1991	15,500	1,550	90%	10%
1992	16,000	1,600	90%	10%
1993	16,500	1,650	90%	10%
1994	17,000	1,700	90%	10%
1995	17,500	1,750	90%	10%
1996	18,000	1,800	90%	10%
1997	18,500	1,850	90%	10%
1998	19,000	1,900	90%	10%
1999	19,500	1,950	90%	10%
2000	20,000	2,000	90%	10%
2001	20,500	2,050	90%	10%
2002	21,000	2,100	90%	10%
2003	21,500	2,150	90%	10%
2004	22,000	2,200	90%	10%
2005	22,500	2,250	90%	10%
2006	23,000	2,300	90%	10%
2007	23,500	2,350	90%	10%
2008	24,000	2,400	90%	10%
2009	24,500	2,450	90%	10%
2010	25,000	2,500	90%	10%
2011	25,500	2,550	90%	10%
2012	26,000	2,600	90%	10%
2013	26,500	2,650	90%	10%
2014	27,000	2,700	90%	10%
2015	27,500	2,750	90%	10%
2016	28,000	2,800	90%	10%
2017	28,500	2,850	90%	10%
2018	29,000	2,900	90%	10%
2019	29,500	2,950	90%	10%
2020	30,000	3,000	90%	10%

<u>Agency</u>	<u>Recipients</u>	<u>Award</u>	<u>Actual Savings</u>	<u>Proj. Savings</u>
DOT #3	1	\$25.00		***
DOT #4	1	\$25.00		***
DOT #5	1	\$25.00		***
DOT #6	1	\$100.00		***
DOT #7	35	\$17,000.00		\$25,000,000.00
DOT #8	1	\$100.00		***
DOT #9	2	\$50.00		***
DOT #10	2	\$50.00		***
DOT #11	1	\$25.00		***
DOT #12	1	\$25.00		***
DOT #13	2	\$350.00		***
DOT #14	1	\$25.00		***
DOT #15	1	\$250.00		\$50,000.00
DOT #16	1	\$500.00		***
DOT #17	1	\$50.00		\$500.00
DOT #18	1	\$25.00		\$1,400.00
DOT #19	1	\$75.00		\$3,000.00
DOT #20	1	\$25.00		***
DOT #21	1	\$50.00		***
DOT #22	2	\$250.00		***
DOT #23	2	\$100.00		***



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<u>Agency</u>	<u>Recipients</u>	<u>Award</u>	<u>Actual Savings</u>	<u>Proj. Savings</u>
DOT #24	1	\$25.00		***
	==	=====	=====	=====
FY97 TOTALS (34)	79	\$33,115.00	\$219,332.53	\$25,074,900.00

1997 AWARD DESCRIPTIONS

Administration

1. The Information Services Division (ISD) purchased Cisco Router equipment from Cisco Systems Incorporated per the terms of contract 352-W throughout FY 96. Per information contained in two Cisco Product Bulletins (e.g., 284 and 310), and persistence from Mike McCracken, we were able to purchase memory products for 25XX and 4XXX series routers from a third party vendor. The award amount was \$250.00.
2. Mike McCracken implemented a modem "depot" to provide self maintenance on ISD's installed base of 5865 IBM modems. The depot allowed ISD to drop IBM maintenance on the 5865 modems beginning in FY96. ISD's Wide Area Network (WAN) staff will provide virtually the same level of service to our customers as IBM did at a fraction of the annual maintenance costs. The award amount was \$250.00.

Justice

1. Mark Caka, Mail Clerk at the Title and Registration Bureau, acquired two large mail sorting bins from the U.S. Postal Service at no cost and devised a new method of sorting out-going mail. This has resulted in a savings of his time of approximately four and one-half hours per week. This saves the bureau approximately \$2,118.00 annually in salary and benefits. With the extra time, Mark is able to get weekly titles mailed on Friday. This puts the titles into owners hands about three days sooner than was previously possible. \$200 was awarded.
2. Annalivia Harris, Forensic Scientist, was nominated for her efforts to acquire a Scanning Electron Microscope with Energy Dispersing X-ray capabilities (SEM/EDX). This microscope is a very expensive instrument that had been requested in two legislative sessions, but was cut from the budget due to the high cost (approximately \$250,000 if purchased new). Because the Forensic Science Lab did not own this microscope, staff were forced to travel several times a year to Montana State University in Bozeman to use their microscope. Through travel and contacts, Annalivia constantly kept other labs aware of the Forensic Science Lab's desire to have this equipment. When Annalivia heard that the State of Washington was replacing their SEM/EDX, she contacted officials there and was able to obtain the old microscope for moving costs.

The nomination review committee calculated approximately \$5,918.24 per year is saved in time and travel costs because the staff no longer travels to Bozeman to use the SEM/EDX at MSU. A cash award of \$500 was approved.

Labor & Industry

1. It's projected that Mickey Lindgren saved the Workers' Compensation Court at least \$20,000 by gaining skills on her own time that enabled her to create and implement a web page for the Court, without an outside contractor. The web page is feature rich and is among the more useful and informative state public sector pages currently "on-line". It has vastly enhanced customer service at an absolutely minimal cost to the agency. The agency awarded \$2,000.00.
2. Liza Dolph and Lynn Coon developed a change in the way a mainframe system addresses unemployment insurance correspondence. This allows the state to take advantage of postage discounts that have resulted in saving of at least \$6,042.60 over the past year. This was not a project they were charged with handling. On their own initiative, they saw a problem and proceeded to find a cost effective solution. Liza was awarded \$480.00; Lynn was awarded \$120.00. The total award was \$600.00.
3. The agency documented a savings of \$3,172.59 as a result of brainstorming and research by Michele Bailly and Mandi Shuland. These employees revised the means of distributing hearings decisions internally in the agency (electronically). The savings resulted from reduced copying, postage, and labor costs. Future innovations using the Internet to communicate with external customers also will mean additional savings. Mandi and Michele split a \$500.00 award.
4. The agency documented a savings of \$95.10 in 9 months as a result of Diana Thomas's suggestion to modify an office process that required an answering machine. The employee suggested using new phone service options. This idea also improved customer service. A savings of approximately \$15.10 for one Job Service Office was realized. The employee also investigated postal service practices and initiated an agency process to claim refunds on unused metered postage. Diana was awarded \$50.00.

Department of Health & Human Services

1. Susan Ramsey submitted a proposal to implement call blocking for local calls to Child Support Enforcement Division's 800 number and for other state agencies with 800 numbers. According to telephone bills for January through June 1996, CSED is saving approximately \$4,800.00 per year. Susan was awarded \$480.00.

2. Connie McEachern's proposal was implemented in 1994. There are documented savings of approximately \$423,600.00 over that period. The savings for FY97 is approximately \$141,200.00. Disability Determination Services (DDS) adjudicates claims for Social Security Disability Insurance and Supplemental Security Income programs according to federal laws and regulations. Part of the adjudication process requires physicians to review the medical evidence and functional capacity assessments. DDS contracts with local physicians on an hourly basis to provide this service. This proposal is based on productivity and expenditure savings on the medical consultants. Because of this proposal, the agency completely restructured the way it records and monitors doctor's work hours. In addition to a substantial financial savings, this idea also reduced the time for making eligibility determination. This has improved services to clients. Connie was awarded \$8,500.00.

Office of Public Instruction

1. Denise Nielsen developed a Lotus spreadsheet for determining a school district's general fund budget. The spreadsheet implements the requirements of HB667 that include extremely complex budget growth limits, funding constraints, and fund balance reserves. This spreadsheet is a valuable timesaving and decision making tool for OPI staff and school business officials. The agency awarded \$250.00.
2. As part of their work on OPI's Consolidated Planning Team, a new approach was initiated to report federal grant funding information to OPI's customers. In a very short time, the team of Dennis Prody, Maxine Mouget, and Gail Hansen worked together to consolidate funding data from different sources in the accounting system into one user friendly report. Before this new report was created, four separate data sheets were required by each local district receiving funding. The team exemplifies the spirit of collaboration and initiative to go beyond existing expectations. The team split a \$300.00 award.

Department of Transportation

1. Michael Mullings suggested changing the size of the de-icing solution containers. \$60.00 was awarded.
2. Denely Loge of Missoula suggested printing ideas in the Interchange. \$25.00 was awarded.
3. Fran Viereck suggested placing recycle bins on first floor for plastic and aluminum cans. The idea was implemented and proceeds go to the Transportation Employee Board. The agency awarded \$25.00.

4. Greg Engellant suggested placing a bench in front of the building. The agency awarded \$25.00.
5. Willeen Miller of Billings created a numbering system to help with records retention. \$25.00 was awarded.
6. Vern Littell created a piece of equipment to secure wheelchairs in transit vehicles during training courses. The agency awarded \$100.00
7. The Audit Bureau submitted nominations for Border projects. These projects involved the investigation of highway tax fraud. Clear diesel fuel was being shipped into Montana instead of dyed diesel fuel. Dyed fuel is not subject to highway taxes. This imported fuel was being sold for highway use but state & federal highway taxes were not being paid. The first project involved investigation of fuel shipments at the Sweetgrass and Whitlash border check stations. Other project investigations were conducted at border crossings across Idaho, Montana, and North Dakota. Individuals from the IRS and U.S. Customs agreed to participate in the investigations. The federal agencies used the Montana Department of Transportation's (DOT) project as a model for a nationwide crackdown on diesel fuel taxes. Once the DOT projects ensured highway taxes were being paid on fuel, DOT saw an increase of up to 25 million in Montana highway fuel taxes and up to 25 million in federal taxes. Ten individuals on the project received a portion of a \$17,000 award. For more information about this award, contact Dennis Sheehy, DOT.
8. Randy Metts wrote a MCS Permit instructional manual which has been implemented in the Glendive District. The agency awarded \$100.00.
9. Carla DeBoer and Linda Miller proposed modifying a Maintenance Management System (MMS) program to cut back the number of pages printed every pay period. The agency awarded \$50.00.
10. Clint Morrison and Lori Balcerzak redesigned Special Fuel Tax form numbers MF.12 and MF.15 for easier understandability. They split a \$50.00 award.
11. Betty Canoy proposed seat belt adjusters for testing in Great Falls. The agency awarded \$25.00.
12. Kristi Vollmer designed a reusable Motor Carrier Services (MCS) fax cover sheet. The idea was implemented in MCS - Helena Headquarters. \$25.00 was awarded.

13. Rich Lawson and Ed Winstead of Wisdom designed air scoops to keep tail lights visible. This improvement has been implemented in Wisdom. The award committee determined this improved safety. If the idea is implemented statewide an additional award will be determined based on a cost savings formula. Rich and Ed split a \$350.00 award.

14. Karen Austin of Great Falls designed a Lotus spreadsheet to enter weekly Maintenance Management System-70 (MMS) information. Mike Bousliman reviewed the implemented improvement from a management perspective. He indicated this improvement reduces errors. The reason for a management review is that the MMS system is going to be completely overhauled within the next two years. Karen was awarded \$25.00.

15. Mr. Friede accelerated the implementation of long-range plans. Mr. Friede was instrumental in getting two maintenance sections combined. Technical evaluation verified Mr. Friede played a major role and projected DOT will save \$50,000.00 by combining the two sections. He was awarded \$250.00.

16. Ron Joslyn and Francis Martin of Lewistown designed a conveyer which mounts on a chip box. The conveyer spreads material on the shoulder of the road. Modified conveyers benefit department operations statewide. Ron was awarded \$500.00. (note: Francis was awarded \$500.00 in FY98 - see FY98 summary, DOT #2).

17. Michele Fliginger of Great Falls suggested air operated oil pump protectors. The agency estimates \$500.00 will be saved cleaning air operated oil pumps. The technical committee recommended the idea be implemented statewide. If the idea is implemented statewide an additional award may be determined based on cost savings. \$50.00 was awarded.

18. Gary Erskine of Great Falls suggested converting an old machine press from manual to hydraulic. The cost of converting the press using the department's resources was much cheaper than buying a new press. Billings also used Great Falls' idea to convert their press. It would have cost the department \$1,400.00 for two new presses. Gary was awarded \$25.00.

19. Richard Ramstead of Great Falls suggested rewarding employees whose maintenance equipment gets premium price at auction. Marvin Page tracked price information at the October '97 Auction. It was estimated that the better maintained equipment brought an additional \$3,000.00 in revenue at the auction. Richard was awarded \$75.00 for his idea.

20. Carolyn Chaussee of Helena produced earlier road reports. Ms. Chaussee revamped the road report process to better address the needs of the traveling public. As a result, Motor Pool and the traveling public are now able to access

information by 7:00 a.m. Road condition information also has improved. Carolyn was awarded \$25.00.

21. Kristi Vollmer improved various permit forms for the Motor Carrier Services permitting section. The technical review committee indicated these improvements were all implemented. The agency awarded \$50.00.

22. James Aakre, Scott Billmayer, and Earl Cunningham of Conrad suggested using air deflectors on the tops and sides of snow plows to deflect snow under the truck instead of over the plow and onto the windshield. They tested and compiled the results of testing air deflectors during one winter season. If the idea is implemented statewide, an additional award may be presented based on cost savings. James and Scott split a \$250.00 award. (note: Earl was awarded \$125.00 in FY98. See FY98 summary, DOT #4).

23. Dan Williams and Jim Stevenson of Helena created and implemented a detailed procedural manual for the chip sealing program. Technical evaluation indicated the proposed cost savings could not be directly attributed to the manual. However, other factors such as training, better chip seal material, and better maintenance reviews were cited. The award was reconsidered in FY98 to reflect actual cost savings based on additional information. Dan and Jim split an initial \$100.00 award. (note: also see FY98 summary DOT #1)

24. Cheryl Larson of Havre suggested a simpler way to send the MMS/Stores price list. Mike Bousliman reviewed the improvement from a management perspective. He indicated it improved the current system. The reason for a management review is that the MMS system is going to be completely overhauled within the next two years. However, this idea did eliminated one particular problem. The agency awarded \$25.00.

AGENCY INCENTIVE AWARD DATA

FISCAL YEAR 1998 SUMMARY

In FY 1998, five agencies presented 11 awards to 116 recipients. Total cash awards were \$16,449.00. The actual savings realized by state agencies in FY98 was \$17,943.18. Agencies projected an additional FY98 savings of \$432,968.50.

Note: This symbol *** means the agency did not provide a cost savings analysis for these awards. These ideas improved agency operations in ways which are difficult to determine the actual cost benefit. For example, these ideas increased employee and work unit efficiency, created safer working conditions, and provided better customer service to the general public. Further information about these awards is available from the awarding agency.

<u>Agency</u>	<u>Recipients</u>	<u>Award</u>	<u>Actual Savings</u>	<u>Proj. Savings</u>
Administration #1	1	\$1,000.00	\$13,000.00	
FWP #1	1	\$1,600.00		\$16,000.00
FWP #2	2	\$400.00		***
Labor & Industry #1	100	\$500.00	\$4,943.18	
Labor & Industry #2	4	\$2,000.00		\$1,968.50+
DPHHS #1	2	\$1,000.00		\$123,000.00
DPHHS #2	1	\$500.00		\$117,000.00
DOT #1	2	\$8,774.00		\$175,000.00
DOT #2	1	\$500.00		***
DOT #3	1	\$50.00		***
DOT #4	1	\$125.00		***
	==	=====	=====	=====
FY98 TOTALS (11)	116	\$16,449.00	\$17,943.18	\$432,968.50

1998 AWARD DESCRIPTIONS

Administration

1. Paul Cartwright, who is an employee of the Department of Environmental Quality, proposed a provider self audit program for the Employee Group Benefit Plan. Paul recommended this idea after reviewing and identifying provider overcharges in his own insurance claims. This proposal was enacted by the State Employee Group Benefits Advisory Council in November 1996. To date, it has resulted in subscribers identifying over \$19,000 in overcharges. Under the program, these subscribers received 50% of the identified overcharges not to exceed \$1,000. Approximately \$6,000 has been paid to subscribers that have found overcharge errors in their insurance billings. The Benefit Plan has realized a savings of over \$13,000. Mr. Cartwright was awarded \$1,000.00.

Fish, Wildlife and Parks

1. John Firebaugh of Missoula initiated a process to change the use of materials used in haystack panels that are provided to landowners who experience game damage. The new galvanized steel mesh panels not only were less expensive but will last 2 to 3 times longer than the wood panels that were previously used. Based on 1996 panel costs, the agency estimates a savings of \$16,000.00 in 1997 alone. The agency awarded John \$1,600.00 for his idea.

2. John Waller and Rick Mace worked on the South Fork Grizzly Bear Research Project and developed state-of-the-art research techniques which have become the methods used for assessing grizzly bear habitat parameters throughout grizzly habitat in the U.S. and Canada. In addition, a significant number of research papers were published in many peer reviewed journals. These techniques have since been adopted by the USF&WS. The new methods were not expected during the research project but were the result of the initiative taken by the research team. Their methods significantly improved the effectiveness of the agency's bear research. The agency awarded Mr Waller \$100.00 and Mr. Mace \$300.00. The total award was \$400.00.

Labor & Industry

1. The Employment Relations Division moved from the used of preprinted letterhead stationary to the use of a word processing macro which resulted in substantial savings on paper costs. They now use recycled paper to print out letterhead. This idea also reduced maintenance costs on printers and is extending printer life. The division documented a \$4,943.18 savings in paper costs in one year. Division employees split a \$500.00 award.

2. Annette Miller, Kelly Chapman, Kathy Steil, and Lynn Long were designers of a unique mobile training system that allowed for substantial efficiencies in the delivery of necessary training to the remote Job Service locations. The training is necessary to establish cross-agency "Workforce Centers". The training has been cited nationally and is becoming a model for others. The nominators estimated a savings of \$1968.50 in the initial year. Substantial additional up-front costs were also saved. The review committee determined that because the project also resulted in gains in efficiency, effectiveness, and customer service, it merited an award to each team member. The team members divided a \$2,000.00 award.

Public Health & Human Services

1. Ryan Funk and Jackie White implemented an accounting pilot project for the agency. When a new computer system was implemented, caseworkers were spending too much time on accounting problems. Their idea decreased the time caseworkers now spend on accounting adjustments and complicated accounting problems. This project has increased production, expedited adjustments, and increased child support collections without any additional expenditures or the use of outside contractors. To date, the agency estimates a savings of \$123,000.00. Ryan and Jackie split a \$1,000.00 award.
2. Susan Austad developed a report that identifies overpayments so the division may recover money quickly and alert field workers about potential problems. Not only has this report saved tax dollars, it has given the division the ability to identify and recover overpayments faster. This has resulted in fewer problems, conflicts, and concerns when the annual budget is reviewed and presented to the Legislature. The division also is able to identify the cause of overpayments, target employees for additional training, and avoid these problems from the beginning. The agency has projected a savings of \$117,000.00. Susan was awarded \$500.00.

Transportation

1. Dan Williams and Jim Stevenson created and implemented a procedural manual for the chip seal program. They submitted this award during FY97 (see FY 97 summary, DOT #23). The technical review committee considered additional information after the manual was implemented. The committee determined that a savings of \$175,000.00 per year can be attributed to the manual. Dan and Jim split a \$8,774.00 award.
2. Working with Ron Joslyn, Francis Martin of Lewistown built a conveyor that mounts to a chip box. This piece of equipment distributes material on the shoulder of the road. Francis was awarded \$500.00. (note: Ron was awarded

\$500.00 in FY87. See FY97 summary, DOT #16)

3. Brian Boettcher of Great Falls suggested using space heaters in the winter months to help start vehicles that are outside and to keep them warm on road calls. The technical committee recommended this idea be circulated statewide. If the idea is implemented statewide an additional award may be determined based on actual cost savings. Brian was awarded \$50.00.

4. James Aakre, Scott Billmayer, and Earl Cunningham of Conrad suggested using air deflectors on the tops and sides of snow plows to deflect snow under the truck instead of on the windshield. Earl received a \$125.00 award. (James and Scott split a \$250.00 award in FY97. See FY 97 summary, DOT #22)

